

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
FORT LESLEY J. MCNAIR, DC 20319-5058

MDW Regulation
NO. 25-50

26 November 1997

Information Management: Records Management
Preparing and Processing Correspondence

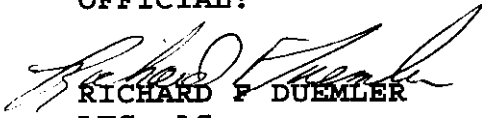
FOR THE COMMANDER:

DISTRIBUTION

RALPH R. TUCCILLO
Colonel, GS
Chief of Staff

A
B
C

OFFICIAL:


RICHARD F. DUEMLER
LTC, AG
Adjutant General

History. This publication was originally published on 17 March 1994. This printing publishes changes made since that date.

Summary.

a. This regulation prescribes standard administrative procedures for the U.S. Army Military District of Washington (MDW) and provides policies, procedures, and guidance for the preparation and management of written correspondence and staff actions in the command.

b. While the Deputy Chief of Staff for Information Management (DCSIM) is the overall functional proponent for MDW correspondence regulations as prescribed by AR 25-1 (The Army Information Resources Management), the Secretary of the General Staff, Headquarters, MDW, provides specific guidance reflecting requirements for preparation and processing correspondence and staff actions for the MDW command group.

This regulation supersedes MDW Reg 25-50, 17 March 1994 and MDW Pam 25-50, 31 May 1994

Applicability. This regulation applies to all MDW staff installations, subordinate commands, and agency personnel who manage, prepare, and distribute MDW correspondence.

Supplementation. Supplementation of this regulation is prohibited except upon approval of the Commander, MDW. Proposed supplements must be fully justified in writing and submitted for approval to Commander, U.S. Army Military District of Washington, ATTN: ANSG, 103 Third Avenue, Fort Lesley J. McNair, DC 20319-5058.

Suggested Improvements. The proponent of this regulation is the Secretary of the General Staff, U.S. Army Military District of Washington. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms), to Commander, U.S. Army Military District of Washington, ATTN: ANSG, 103 Third Avenue, Fort Lesley J. McNair, DC 20319-5058.

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Glossary

1. Purpose

This regulation prescribes MDW policies and procedures for the preparation, staffing, and administrative control of correspondence unique to MDW. It creates a standard of excellence for written communication in MDW.

2. References

Required and related publications are listed at appendix A.

3. Explanation of Acronyms

The official acronym list for internal MDW correspondence is explained in the glossary.

4. Responsibilities

a. Commanders, activity heads, and staff principals are responsible for the content, format, editing, and timely submission of all correspondence prepared in their respective activities. They will:

(1) Ensure that correspondence and staff actions are prepared in accordance with AR 25-50 (Preparing and Managing Correspondence) and this regulation.

(2) Submit through the SACO all correspondence to be signed or approved by a member of the command group.

(3) Ensure SACO is notified when a document has a short turn-around requirement so it may be expedited through the command group. Such actions should be kept to a minimum. Agencies/activities may attach DA Label 115 (Expedite) to package to ensure SACO is notified of the short turn-around.

b. The office of the Secretary of the General Staff (SGS) will provide administrative, information mission area, and executive services to the command group. A primary role of the SGS is to organize the flow of information within Headquarters, MDW, in direct support of the command group. In this regard, the SGS:

(1) Ensures that command guidance, taskings, and information reach the appropriate level and responses are monitored as required.

(2) Manages the flow of correspondence to and through the command group.

(3) Briefs members of the command group on selected staff actions.

Appendix A References

Section 1 Required publications

AR 1-20	Army Congressional Special Interest Correspondence Program, Legislative Liaison
AR 25-1	The Army Information Resources Management
AR 25-50	Preparing and Managing Correspondence
AR 25-51	Official Mail and Distribution Management
AR 310-50	Authorized Abbreviations, Brevity Codes, and Acronyms
DA MEMO 25-52	Staff Action Processes and Correspondence Policies
DA PAM 600-75	Effective Writing for Army Leaders
MDW SUPPL to AR 1-20	Army Congressional and Special Interest Correspondence Program and Legislative Liaison
MDW REG 25-50	Information Management: Records Management, Preparing and Processing Correspondence
MDW PAM 25-32 w/changes	Information Management: Publishing and Printing, Preparing and Issuing Administrative Publications

Section II Related publications

U.S. Government Printing
Office Style Manual 1984 Edition

Webster's II New Riverside
University Dictionary 1994 Edition

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Appendix B**Suspense Management**

B-1. It is this headquarters' policy to answer all suspense actions on time. The SACO manages MACOM suspenses for the command group.

B-2. The SACO will task suspense items to the proper action agency, which will ensure that actions are returned through SACO for proper accountability and control, unless otherwise directed.

B-3. Unless the document or the CG, CofS, or CSM specifies otherwise, a 2 week suspense will be assigned.

B-4. A suspense action will remain open on the SACO suspense roster until the action has been completed, signed/approved and returned to SACO to log out.

B-5. The SACO will telephonically alert action agencies of a short-suspense action.

B-6. Suspenses for taskers issued during meetings with command group principals begin immediately, not when they are placed into the MDW suspense database. It is assumed that the person representing the staff principal received the requirement and will take appropriate action.

B-7. Taskers directing an action officer or principal to meet with the CG should be worked immediately upon receipt. The action officer will contact the aide or secretary to arrange an appointment on the CG's calendar, referencing the tasking. (An MDW Form 79-E, Meetings, Announcements, and Agenda, is not required for such tasked meetings.) If an appointment is not available until after the due date, the appointment date becomes the suspense date. The suspense is not cleared until after the meeting occurs.

B-8. Recommended remarks or speeches prepared for the CG must be submitted not later than the last duty day (usually Friday) of the week before the event is to occur.

B-9. Extensions. Agencies will exert every effort to meet all suspenses. If a suspense date cannot be met, the division chief (not the action officer) will request an extension from the Chief of Staff not later than 3 work days prior to the suspense date and will bring the complete action to the CofS (schedule

through CofS' secretary). Division chiefs should be able to explain the pertinent history of the action and why an extension is necessary. (Requests for extension by E-Mail or note will not be accepted.) As soon as the extension is granted, division chiefs will provide SACO the log control number and new suspense date for recording in the SACO database.

B-10. If an action agency receives from a non-MDW entity a direct tasking which has neither come to the headquarters first nor been logged and tasked by the SACO, a determination must be made immediately as to the signature block to be used for the reply. If the reply will be signed by either the CG or CofS, the tasker must be brought to SACO for immediate entry of the suspense date into the database. The suspense date to the command group will be 3 days prior to the date due to the tasking agency; both dates will be entered in the database. If either must be extended, the request will be made to the CofS as stated in paragraph B-8 above.

Appendix C

Staff Action Preparation/MDW Form 4-E

C-1. Submit staff actions to the command group using MDW Form 4-E, MDW Summary Sheet, IAW guidance on the sample found at page C-3. The MDW Form 4-E verbiage should be tailored to its intended audience. An MDW Form 4-E used during the coordination phase may require adjustments--from minor modifications to substantial revision--depending on the results of the staffing process.

C-2. Coordination.

a. Early and complete coordination is the key to preparing good staff actions. Actions must be completed and fully coordinated within specified time limits. Coordination ensures sound recommendations are provided to decision-makers and keeps the staff fully informed. Completed staff work will ensure that any manpower, financial, logistical support, or other resource implications have been fully addressed.

b. It is the action officer's responsibility to coordinate assigned staff actions with all applicable agencies prior to submission for signature/approval. Initial, informal coordination may be established by means of face-to-face contact, telephone, E-Mail, working draft, etc. Contact with all applicable participants at the early stages of development is encouraged.

c. Offices with which a paper is coordinated will be informed of any major changes made by the action officer and/or decision-maker.

d. A concurrence cannot be assumed. If no response is received, follow-up action should be initiated to establish the agency's position (concur/nonconcur). A line-thru is not an indication of concurrence/nonconcurrence unless the individual lining through specifies in writing that is his/her intent.

e. A nonconcurrence requires a formal statement. Agency representatives who do not concur with an action will personally contact the originator and attempt to resolve the difference. If this cannot be done orally, the nonconcurring staff director or agency head will provide a "statement of nonconcurrence" on plain bond paper and add it to the staffing paper as an additional tab. Annotate the MDW Form 4-E in the coordination block to indicate that a "statement of nonconcurrence" has been attached at a specific tab. The originating agency must then

prepare a written "consideration of nonconcurrency." To avoid distancing these two items in actions requiring numerous coordination points, numeric tabs may be used. For example, if a statement of nonconcurrency is at tab F, the consideration of nonconcurrency may be at tab F1 (rather than tab K, e.g., if results of other coordination are at tabs G-J).

C-3. Tabbing (see example at C-4).

a. You may use any sequential set of alpha tabs beginning with any letter of the alphabet (e.g., D through H or J through Q)--EXCEPT for items to be signed, which will be "X" tabs. For example, three items requiring signature will be at tabs X1, X2, and X3; if there is only one item to be signed, it will be at tab X. "X" tabs will follow the MDW Form 4 and will proceed from the top of the page down. (A stack of identical documents--e.g., certificates or retirement letters reflecting only name/address changes--may be submitted under one tab X.)

b. The "X" tabs will be visually separated from the rest of the action's tabs by spacing the first of the consecutive alpha tabs further down that tabbed page.

c. At the first alpha tab should be the original incoming correspondence and/or CG/CofS guidance or question(s) that originally generated the action. If there is a SACO tasker, it will be the first item under that tab, followed by the original correspondence.

d. At the next tab(s) will be documents submitted for approval that do not require a command group signature (e.g., a meeting agenda, correspondence to be released by a staff principal, etc.).

e. At subsequent tabs will be other supporting documents (one per tab), each of which must be specified on the Form 4-E along with its purpose (e.g., an extract of an AR authorizing the CG to approve/disapprove this action, with the applicable paragraphs HIGHLIGHTED to focus his attention quickly without having to search the entire page.)

f. If the action forwards only an item for approval (not for signature), the item to be approved will be at the first of the consecutive alpha tabs, followed by the tab for the originating document(s) and tabs for supporting document(s), etc.

MDW SUMMARY SHEET (MDW Regulation 25-50)			1. PREPARATION DATE 12 Aug 96		2. SUSPENSE 23/Sep/96	
INSTRUCTIONS: (See Reverse Side of The Form)						
3. THRU: SGS CofS			4. RELEASED BY AC 12 Aug 96 (handwritten)		5. FOR MACOM SACO USE ONLY	
					SACO NUMBER	
					SACO DATE	
					SACO INITIAL	
6. TO: CG			<input checked="" type="checkbox"/> 7. APPROVAL			
			<input checked="" type="checkbox"/> 8. SIGNATURE			
			9. INFORMATION			
10. SUBJECT How to Complete MDW Form 4-E			11. ACTION OFFICER (Name / Grade/ Office / Telephone) John L. King, GS-12, PAO 685-2886			
12. REMARKS Blocks: 1-3,6, and 7-10: Self explanatory. Block 4: Initial and date. Actions for the command group must be released by the director/commander or deputy/XO. Block 5: Leave blank. Block 11: Do not use office symbol; use short-name office title instead (e.g., DCSPER; Safety; GC, Ft Belvoir; etc.). Block 12: 1. Purpose: Begin with a clear, brief statement of the purpose of the action. E.g., "To respond to Mr. L. Biggo's request for assistance regarding...." (Do not request signature or approval.) 2. Background: Include only if needed. Write simply. Do not assume decision-maker is familiar with the issue. 3. Discussion: Provide succinct statement of issues and analysis of alternatives. Build a case for the recommendation. For lengthy or complex issues, include a paragraph that summarizes conclusions. Make sure all references are identified and extracts are highlighted and attached at appropriate tab(s). Identify each tab and summarize its purpose or key info. E.g., " At Tab S is extract of AR 00-0, title of AR, which grants signature authority to MACOM commanders." ; " Response to Mr. Biggo" at Tab X approves his request to...." Ensure action has been fully coordinated prior to submission; mention nonconcurrences or comments and attach at appropriate tab(s). 4. Recommendation(s): Clearly state what you want the decision-maker to do, e.g., sign a document, approve an action, or simply note an issue. Example: " That the CG sign memorandum at Tab X." If multiple recommendations, clarify with subparagraphs: e.g., "That the CG: a. Approve agenda at Tab R. b. Sign memorandums at Tabs X1-X3." (If multiple signatures required, place documents at separate tabs.) If approval is required, add: _____ APPROVED _____ DISAPPROVED _____ SEE ME You may use additional Forms 4-E for ensuing pages (particularly if additional coordination is needed) or plain bond.						
13. COORDINATION / APPROVAL						
SYMBOL	NAME & DATE	TAB	SYMBOL	NAME & DATE	TAB	
Ensure the	action is fully coordinated	prior	to sending	to the command group .		
DCSPER	COL Doe/13 Jul 96/Nonconcur	D				
	Consideration of Nonconcurrence	D1				
SAFETY	MRS. Jones/14 Jul 96 Concur w/cmt	E				
SJA	COL Smith/15 Jul 96 No legal objection					
IG	COL Brown/15 Jul 96/Noted					

Tabbing

Use “X” tabs for documents to be signed

X1

X2

X3

X4

X5

Leave a space between signature and backup documents

- ① Original incoming correspondence and/or CG/CofS guidance; SACO tasker on top → J
- ② Document requiring approval, but not signature (e.g., meeting agenda) → K
- ③ Other supporting document(s) at additional tabs (e.g., extract of an AR) with applicable paragraphs highlighted to focus attention quickly → L

J

K

L

L1 *

Backup documents may be any consecutive sequence of alpha tabs (e.g., B-E, J-Q)
Each must be identified on the MDW Form 4

* L1 is a consideration of nonconcurrence at Tab L

Appendix D

Signing FOR THE COMMANDER

REPLY TO
ATTENTION OF

ANSG (1a)

DEPARTMENT OF THE ARMY
U S ARMY MILITARY DISTRICT OF WASHINGTON
WASHINGTON, DC 20319-5050



28 August 1996

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Correspondence Policy

1. This memorandum supersedes HQ MDW memorandum dated 31 May 95, subject: Command Correspondence, and restates policy for the use of "FOR THE COMMANDER" in correspondence originating at MDW headquarters.

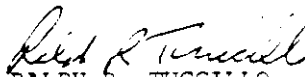
a. Staff principals are authorized to correspond directly with subordinate installations, activities, and units providing technical guidance or information. Such correspondence will be addressed to the appropriate community, unit, or activity commander "Attention" to the appropriate staff element. This correspondence will not be signed "FOR THE COMMANDER."

b. Staff principals are authorized to correspond directly with subordinate installations, activities, and units within their functional area of responsibility transmitting policy, taskings, and requesting information. This correspondence will be addressed to the appropriate community, unit, or activity commander and will be signed "FOR THE COMMANDER." Staff correspondence falling in this category will be consistent with existing command policy in the subject area. If there is a question regarding policy, the matter will be referred to the command group for guidance.

c. Correspondence to agencies outside the command which conveys a command position normally will be signed by a member of the command group. The staff may be authorized to sign such correspondence "FOR THE COMMANDER" after obtaining command group approval.

2. The point of contact for this policy is LTC Zales at (202) 695-2817.

FOR THE COMMANDER:


RALPH R. TUCCILLO
COL, GS
Chief of Staff

DISTRIBUTION:
A 8-26, B5, C

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Appendix E

General Correspondence Guidance

E-1. The aim of correspondence is to make a personal, yet professional, contact in the simplest possible way, and the simplest way is to use familiar, everyday words. Language used in correspondence must be clear and direct in its approach and logical in its structure. It must be adapted to specific circumstances and free of complicated expressions or jargon. DA Pam 600-75 (Effective Writing for Army Leaders) sets the staff writing guidelines to achieve standards for effective writing.

E-2. Correspondence must be reviewed for correct grammar, spelling, and format prior to forwarding for signature. Do not rely on spell-check alone; the wrong word can be spelled correctly but still be the incorrect word for the idea being expressed.

E-3. Acronyms listed in the glossary may be used only in MDW internal correspondence without first spelling them out. In correspondence being sent out of MDW, acronyms will be spelled out when used the first time. The acronym will appear in parentheses immediately after the spelled out version. After the first use, the acronym may be used as appropriate; however, do not begin a sentence with an acronym.

E-4. Correspondence for the signature of members of the command group will be submitted in final, single-spaced format, on appropriate stationery. Correspondence for signature of the Commanding General will be submitted in final single-spaced format on appropriate stationery and a double-spaced draft on plain bond paper except for the most routine memos/letters (e.g., those having previously approved verbiage such as congratulatory, promotion, or retirement letters in which only the name, etc., changes from one iteration to another).

E-5. Use MDW letterhead stationery for letters and memorandums to be signed by any member of the command group. Endorsements should be on plain bond paper. See appendix I.

E-6. When using WordPerfect, acceptable type fonts are standard Pica, Courier 10 pitch (12 point), or similarly large type styles; when using Microsoft Word, use Courier 12 pitch with a solid imprint (impact, laser, or ink-jet). (Arial will be used for correspondence for the Secretary of the Army. See appendix N.)

E-7. Do not justify the right margin except in publications such as regulations, pamphlets, etc., and on award certificates.

E-8. In the "Reply to Attention" line, always use the originating office symbol on memorandums (e.g., ANEN) and a shortened, understandable version of the originating office name on letters (e.g., Engineering and Housing). See AR 25-50 for additional examples.

E-9. Do not date correspondence to be signed by a command group member. The SACO will date the document after it is signed.

E-10. It is common practice among general officers to modify the complimentary close on letters. On letters to be signed by the Commanding General, MDW, use "Very respectfully" if the recipient holds the rank of lieutenant general (3-star) or above. Use "Sincerely" if the recipient holds the rank of major general (2-star) or below or is a civilian. Closings for individuals at the highest levels of government will differ. Consult AR 25-50 or SACO if in doubt. On personal notes, however, use "Very respectfully" for both military and civilian addressees senior in rank to the CG; see appendix N, page N-11.

E-11. For correct signature blocks for both memorandums and letters, refer to appendix F.

E-12. Use MDW distribution formulas as shown in MDW Pam 25-32 to avoid lengthy addressee lists.

E-13. The SACO is not staffed to dispatch correspondence. Documents are returned to the originating office for dispatching or mailing after signature/approval.

E-14. If a document can stand alone--i.e., no MDW Form 4-E and no enclosures or tabs are required (e.g., tasked executive summaries or information papers)--it may be E-Mailed to SGS, but only by the principal/commander/agency head or deputy/XO as evidence of their approval and release of the document.

E-15. When the CG directs a member of MDW to write a letter on his behalf, follow these procedures:

a. In the first paragraph of the letter, include a phrase or sentence such as "The Commanding General has requested that I respond on his behalf." This performs the function of the authority line placed at the bottom of a memorandum. For example, the first paragraph might read:

This is in response to your letter of October 28, 1993, addressed to Major General Smith regarding cross walks on Jones Avenue. After discussing this matter with me, Major General Smith has requested that I respond to you on his behalf.

b. Do not forward the letter for approval unless the subject matter is complex, has the potential to become highly controversial, or the Commanding General has specifically requested a draft.

c. Do forward to the SACO one signed and dated copy of all letters sent on behalf of the CG so the action can be closed out.

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Appendix F
Signature Blocks

MEMORANDUM	LETTER
ROBERT F. FOLEY Major General, USA Commanding	Robert F. Foley Major General, U.S. Army Commanding Officer
RALPH R. TUCCILLO COL, GS (or Colonel, GS) Chief of Staff	Ralph R. Tuccillo Colonel, U.S. Army Chief of Staff

Examples of other signature blocks can be found in AR 25-50, appendix D.

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Appendix G

Capitalization

G-1. Basic rule of thumb: When in doubt, don't; you stand a better chance of being right. Chapters 3 and 4 of the Government Style Manual (GSM) may be helpful; examples are plentiful.

G-2. Grades, jobs, duties, and types of organizations are not capitalized unless the name/unit designation is present or the reference is a specific proper noun (like the difference between "a river" and "the Potomac River"). For example:

a. Promote immediately to major, master sergeant, command sergeant major, etc.; the colonel is in his office; see if Colonel Jones is in his office.

b. The installation supports a headquarters, a military police company, an explosive ordnance detachment, etc.

c. The Commander, 12th Aviation Battalion, will lead the fun run; the battalion is having a hail and farewell; he served as a battalion operations officer.

d. First Sergeant, D Company, will lead the formation; the company is in the field this week.

e. The Commander, U.S. Army Garrison, Fort Myer; the garrison; garrison commanders rate their command sergeants major. Civilian personnel advisory centers will process applications; the FMMC Civilian Personnel Advisory Center will handle the action.

G-3. The DOD/DoD: Use DoD. Although AR 310-50 indicates the former is correct, that 1985 acronym form is not used by the HQDA Executive Communications and Control (ECC) and the DoD Director for Correspondence and Directives who write for and screen documents for the Army and DoD senior leadership, respectively: "DoD" is preferred. Within MDW, we will use "DoD."

G-4. Federal/federal: The GSM, our (and ECC's) standard reference, is somewhat vague on this. The GSM's 1984 guidance in this regard is not followed within the ECC. Do capitalize "Federal Government" when you mean "the U.S. Government" rather than merely a federal form of government, but as a general rule do not capitalize "federal" unless it is part of a proper name. For example, Federal Bureau of Investigation; Federal Trade

Commission; federal agencies and employees; federal, state, and local governments; federal military forces; federal income tax.

G-5. Government/government: "Government" is capitalized when it takes on the larger meaning of "the U.S. Government."

G-6. Nation/nation: Do not capitalize if the meaning is generic and is synonymous with "country" or "land." Do capitalize if it is used as a synonym for "the United States of America."

G-7. The words from which an acronym is made are not necessarily capitalized (AR 310-50 or the MDW acronym list at Glossary can be consulted if you are unsure). For example: table(s) of distribution and allowances (TDA); table(s) of organization and equipment (TOE), major Army command (MACOM).

Appendix H

Memorandum

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. McNAIR, DC 20319-5058

S: Suspense Date

PREPARER'S OFFICE SYMBOL (MARKS NUMBER)

SACO dates
after signature

MEMORANDUM FOR Commander, U.S. Army Garrison, Fort XXXXXXXX, ATTN:
ANXX-XX, 111 Xxxx Street, Fort XXXXXXXX, VA
31111-2222

SUBJECT: Preparation of a Memorandum in Accordance With AR 25-50
and This Regulation

1. Paragraph 2-2, AR 25-50, Preparing and Managing Correspondence,
defines the use of memorandums.

a. Type the OFFICE SYMBOL of the originating office at the
left margin, two lines below the seal. Type the MARKS NUMBER in
parenthesis, two spaces after the office symbol.

b. Do not date correspondence being forwarded to the command
group for signature. If correspondence is not forwarded to the
command group, the date is entered at the right margin on the
same line as the office symbol. If there is a suspense date,
type it as close as possible to the right margin, two lines above
the office symbol which is now moved to the fourth line below the
seal. Use the military date format (day, month, year). Dates
mentioned in the text of the correspondence must be consistent:
i.e., do not mix abbreviated date forms (e.g., 4 Feb 97) with
complete forms (e.g., 4 February 1997). Do not mix forms within
one date (e.g., 4 Feb 1997 or 4 February 97).

c. Type MEMORANDUM FOR on the third line below the office
symbol. Begin a single addressee one space following the
MEMORANDUM FOR line. If the MEMORANDUM FOR line extends more
than one line, begin the second line under the third letter of
the first word after MEMORANDUM FOR. Addresses may be in upper
and lower case or all upper case type.

d. Type the SUBJECT of the memorandum on the second line
below the last line of the address. If the subject line extends
to more than one line, begin the second line at the left margin.
Do not justify the right margin.

e. Begin the first paragraph of the text at the left margin
on the third line below the last line of the subject.

2. When used, type the AUTHORITY LINE at the left margin on the
second line below the last line of the text.

OFFICE SYMBOL

SUBJECT: Preparation of a Memorandum in Accordance With AR 25-50
and This Regulation

3. Type the SIGNATURE BLOCK on the fifth line below the authority line or the last line of the text, beginning in the center of the page. Identify enclosures, if not identified in the text, at the left margin beginning on the same line as the signature block.
4. Leave at least a 1- to 1.5-inch margin at the bottom of the page.
5. When a memorandum extends beyond one page, enter the OFFICE SYMBOL at the left margin on the eighth line from the top edge of the page. Do not repeat the marks number. Type the SUBJECT of the memorandum at the left margin on the next line below the office symbol.
6. Begin the continuation of the text at the left margin on the second line below the subject phrase.
7. Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.
8. Include at least two words on each page of any sentence divided between pages.
9. Avoid hyphenation whenever possible. Do not hyphenate a word between two pages.
10. Do not type the AUTHORITY LINE and the signature block on the continuation page without at least two lines of the last paragraph. If, however, a paragraph or subparagraph has only one line, place it alone on the continuation page with the authority line and signature block.
11. To avoid lengthy addressee lists, use the MDW distribution formula(s) in MDW Pam 25-32, Preparing and Issuing Administrative Publications.

AUTHORITY LINE:

- 3 Encls
1. Personnel listing
24 May 1988
 2. DA Form 4187
 3. Orders 114-6

ROBERT F. FOLEY
Major General, USA
Commanding

Appendix I
Endorsement

S: 14 June 1997

ANSG-SA (ANOP-TG/21 JUL 96) (1A) 1st End SSG Floyd/ml/
685-2803
SUBJECT: Preparing an Endorsement in Accordance With AR 25-50
and This Regulation

Commander, U.S. Army Military District of Washington. ATTN:
ANSG, 103 Third Avenue, Fort Lesley J. McNair, DC
20319-5058

FOR Deputy Chief of Staff for Operations, Plans, and Security,
ATTN: ANOP-TG (Mr. Small), 103 Third Avenue, Fort
Lesley J. McNair, DC 20319-5058

1. The format of the body and closing of an endorsement is the same as for the basic memorandum.
2. Type the preparer's office symbol at the left margin on the eighth line from the top of the page. Space twice and type the office symbol and date of the basic memorandum in parenthesis. Space twice and type the marks number in parenthesis. Space twice and type the endorsement number. Space twice and place the writer's name, typist's initials, and the action officer's telephone number (use DSN numbers when appropriate) on the same line as the endorsement number, ending at the right margin. If needed, continue on the next line at the left margin.
3. If applicable, type or stamp a suspense date on the sixth line from the top of the page preceded by "S:" and end at the right margin.
4. Type the subject at the left margin on the next line below the office symbol (or the action officer's telephone number if it extends to a second line). If the subject cannot be typed on a single line, continue the subject on the next line at the left margin.
5. The address of the endorsing office serves as a return address. Type it at the left margin on the third line below the subject. When continuing the endorsing address to a second line, begin typing under the third letter of the first word of the address (e.g., under the first "m" in "Commander"). Do not date the endorsement if it is to be signed by a member of the command group. The SACO will type the date after it has been signed.

ANSG-SA

SUBJECT: Preparing an Endorsement in Accordance With AR 25-50
and This Regulation

6. Type "FOR" on the second line below the last line of the endorsing office address. Type the FOR address one space after "FOR." If the FOR address extends one or more lines, start the second and all other lines under the third letter of the first word after "FOR."
7. If the endorsement extends beyond one page, type the office symbol at the left margin on the eighth line from the top of the page.
8. Type the subject of the endorsement at the left margin on the next line below the office symbol.
9. Begin the continuation of the text at the left margin on the third line below the subject phrase.
10. Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.
11. Include at least two words on each page of any sentence divided between pages.
12. Avoid hyphenation whenever possible.
13. Do not hyphenate a word between pages.
14. Do not type the authority line and the signature block on the continuation page without at least two lines of the last paragraph. If, however, a paragraph has only one line, you may place it alone on the continuation page with the authority line and signature block.
15. Center the page number approximately 1 to 1.5 inches from the bottom of the page. Page numbers will be sequential to the basic memorandum (e.g., if basic memorandum begins and ends as page 1, endorsement begins as page 2).

AUTHORITY LINE:

Encl

RALPH R. TUCCILLO
COL, GS
Chief of Staff

Appendix J
Letter



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. MCNAIR, DC 20319-5058

SACO dates when signed

Personnel Office

Mrs. Erin M. Hideway
2323 Cochoran Lane
Smithfield, Arkansas 12333

Dear Mrs. Hideway:

This is a sample format for a letter for the signature of a member of the command group.

Adjust margins so the letter appears framed on the page.

Do not date correspondence submitted to the command group for signature. If correspondence is not for command group signature, CENTER the date two lines below the last of the letterhead address. Use civilian date (month, day, year.) Do not use date stamps.

The REPLY TO ATTENTION OF line will reflect the originating office, regardless of who will sign the letter. Do not use an office symbol. There is no set number of lines between the REPLY TO ATTENTION OF line and the first line of the address. Five lines is the general rule when the letter is two or more pages.

Do not use abbreviations in the address except those authorized by AR 25-50, paragraph 4-8a(4)(a).

Type the salutation two lines below the last line of the address. If you are unsure whether the addressee is male or female, use the full name without Mr., Mrs., Miss, Ms. (e.g., Erin Hideway). If you are not sure if a female addressee is married or single, use "Ms." (e.g., Ms. Erin Hideway).

Insert two line spaces, indent four spaces, and begin typing the body of the letter on the fifth space for the first line of the paragraph. Do not number or letter paragraphs. Avoid acronyms and brevity codes; see AR 25-50, paragraph 4-5.

Leave at least a 1-inch margin at the bottom of multiple page letters.

-2-

If you need more than one page, there should be a minimum of two lines of text on the second page.

When more than one page is required, center the page number on the fifth line from the top edge of the paper. Use a hyphen on each side of the page number.

Begin the text on the fifth line below the page number. Keep left, right, and bottom margins the same as on the preceding page(s).

Start the complimentary close in the center of the page on the second line below the text.

Begin the signature block on the fifth line below the complimentary close. Signature blocks will be in upper and lower case. Do not use abbreviations except as authorized in AR 25-50, paragraph 4-8c(2)(b). Military personnel will use "U.S. Army" following their rank. Branch designations and "General Staff" have no meaning to the general public.

Either "Enclosure" or "Attachment" may be used as long as it is consistent with the words used in the text. Type the word "Enclosure(s)" or "Attachment(s)" at the left margin on the second line below the last line of signature block. Do not show the number of enclosures or list them. Fully identify enclosures or attachments in the text.

Sincerely,

Robert F. Foley
Major General, U.S. Army
Commanding Officer

Enclosure

Copy Furnished:

Community and Family Support Center

Appendix K

Two-Star Notes



Headquarters
U.S. Army Military District
of Washington
103 Third Avenue
Fort Lesley J. McNair, DC
20319-5058

Lieutenant Colonel John B. Smith
123 Adams Avenue
Covington, Kentucky 12345

Dear Colonel Smith:

Adjust margins, depending on length of note,
to achieve a "picture frame" effect.

Do not use abbreviations or acronyms except as
authorized in AR 25-50, paragraphs 4-5, 4-8a(4)(a),
and 4-8c(2)(b).

Type the return address one line under the
flag staff, beginning at the center of the page.
Type the complete address as shown above. Type
the mailing address at least two lines below
where the date will be typed.

Insert two lines between the mailing address
and the salutation. Space down two lines and
indent four spaces and begin typing on the fifth
space. Do not letter or number the paragraphs.

Two-star notes are usually one page in length.
If the note requires a second page, however, place

-2-

the page number at the top center of the page at the sixth line with a hyphen on the right and left sides.

Start typing the complimentary close at the center, two lines below the last line of the note.

Begin the signature block at the center, on the fifth line below the complimentary close.

Sincerely,

Robert F. Foley
Major General, U.S. Army
Commanding Officer

Appendix L

INFORMATION PAPER

Preparer's Office Symbol
SACO dates after CG signs

Subject: Information Paper Format

1. Purpose. To provide guidance on the preparation and use of an information paper.

2. Facts.

a. An information paper provides facts in a clear and concise format. (See Appendix N, Executive Summary, before deciding if the information paper is the best format to use.)

b. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject.

c. Papers will be self explanatory and will not refer to enclosures except for tabular data, charts, or photographs.

d. Papers should not exceed one page in length and need not be signed, but they must include the action officer's (AO'S) name and telephone number in the lower right corner. Include an approval line below the AO's name and number to indicate the agency approval. Information papers for the senior Army leadership will be approved by the Commander, MDW.

e. Avoid using acronyms and abbreviations, except for those that are familiar outside the Army (e.g., DoD, OMB, etc.).

Ms. Doe 685-XXXX

Approved by: _____
MG Robert F. Foley

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Appendix M
Discussion Paper

DISCUSSION PAPER

Preparer's Office Symbol
SACO dates after CG signs

Subject: Discussion Paper Format

1. ISSUE. How to prepare papers for use in discussions.
2. FACTS.

a. This paper is a specialized information paper and can be used whenever it best serves the recipient's purpose.

b. Use telegraphic writing style; points should "jump off the paper;" avoid unduly complex paragraphs.

c. Ensure smooth, logical flow of facts; tailor paper for the user.

(1) Determine the background that the user needs.

(2) Avoid technical language and unexplained acronyms.

(3) Analyze target audience. Cite previous knowledge or discussions. Show how subject affects audience.

d. Preferred length is one page, no more than two; avoid enclosures.

e. Paper for the senior Army leadership will be approved by the Commander, MDW.

3. KEY POINTS TO BE STRESSED.

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

Ms. Doe/685-XXXX

Approved by: _____
MG Robert F. Foley

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Appendix N

Correspondence for Army Senior Leaders

EXECUTIVE SUMMARY

SACO dates after
after CG approves

Topic Title Underlined. (MDW) An executive summary (EXSUM) provides timely information in a brief, succinct manner. It is a stand-alone document and, therefore, will not be submitted with attachments or enclosures. Whenever possible, this format should be used instead of the full information paper or information memorandum. If a complete paper is desired, the recipient will check "PREPARE MEMO." An EXSUM should not exceed 15 lines (17 lines is outer limit). To facilitate this, commonly used acronyms and a more cryptic writing style are acceptable (i.e., modifiers or subjects of sentences may be omitted--if meaning is clear--to trim the verbiage to meet the length limit). PREPARE MEMO__.

COL Smith/DCSRM/685-1111

Approved by _____
MG Robert F. Foley

Notes:

After the underlined topic, "(MDW)" is required to identify the submitting organization. (The Army Staff uses office symbols, but the ECC prefers we use the MDW acronym as more readily recognizable to Army senior leaders.)

"PREPARE MEMO__." follows the text.

Classification markings are not required on unclassified EXSUMs.

You may send tasked EXSUMS for Army senior leaders as E-Mail attachments to the SGS who will process them through the command group and forward them to the appropriate office at HQDA. An EXSUM voluntarily originated by an MDW command or staff agency will be sent in hard copy, accompanied by an MDW Form 4-E and backed up with an E-Mail attachment for forwarding to HQDA.

Information Memorandum



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. McNAIR, DC 20319-5058

PREPARER'S OFFICE SYMBOL

SACO dates
after CG signs

MEMORANDUM FOR DIRECTOR OF THE ARMY STAFF, 202 ARMY PENTAGON,
WASHINGTON, DC 20310-0202

SUBJECT: Memorandums for Army Staff Senior Leaders--INFORMATION
MEMORANDUM

1. Prepare an information memorandum for the Director of the Army Staff (DAS) or other senior leaders of the Army Staff (ARSTAF) to furnish information not requiring action or a decision. Determine first if an executive summary (EXSUM) may be more appropriate. See page N-1.
2. Type "--INFORMATION MEMORANDUM" after the subject. No specific paragraph headings are required.
3. Keep the length to one page if possible, but no more than two.
4. Use enclosures only if essential. If used, they should be in tabular form or written in a telegraphic style.
5. If coordination has been accomplished with an ARSTAF element or other agency outside MDW, include a summary of the results of that coordination.

Encl

ROBERT F. FOLEY
Major General, USA
Commanding

Action Memorandum



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. MCNAIR, DC 20319-5058

PREPARER'S OFFICE SYMBOL

SACO dates
after CG signs

MEMORANDUM FOR DIRECTOR OF THE ARMY STAFF, 202 ARMY PENTAGON,
WASHINGTON, DC 20310-0202

SUBJECT: Memorandums for Army Staff Senior Leaders--ACTION
MEMORANDUM

1. Purpose: To describe the use and format of an action memorandum.
2. Discussion:
 - a. Prepare an action memorandum for the Director of the Army Staff (DAS) or other senior leaders of the Army Staff (ARSTAF) to submit recommendations or staff actions that require a decision.
 - b. Type "--ACTION MEMORANDUM" after the subject
 - c. Title the first paragraph "Purpose," the second, "Discussion," and the third, "Recommendation."
 - d. Keep the length to one page if possible, but no more than two. Header information and page numbering on the second page will be the same as on a standard memorandum.
 - e. An action memorandum will be to the point and contain only essential facts necessary to understand the case. Issues will be summarized so that when read, the memorandum represents the complete situation without reference to enclosures. Enclosures are reserved to furnish detailed analysis or explanation of the summary presented. If used, they should be in tabular form or written in a telegraphic style, when possible.
 - f. Ensure that all major implications that have become apparent are included (e.g., public relations, budget, environment, manpower, security, morale, legal, etc.).
 - g. If coordination has been accomplished with an ARSTAF element or other agency outside MDW, include a summary of the results of that coordination in the "discussion" paragraph or list results at the bottom of the last page.

PREPARER'S OFFICE SYMBOL
SUBJECT: Memorandums for Army Staff Senior Leaders--ACTION
MEMORANDUM

3. Recommendation: That the "action memorandum" format be approved.

Encl

ROBERT F. FOLEY
Major General, USA
Commanding

Information Memorandum for Secretary of the Army



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. MCNAIR, DC 20319-5058

PREPARER'S OFFICE SYMBOL

SACO dates
after CG signs

MEMORANDUM THRU

DIRECTOR OF THE ARMY STAFF, 202 ARMY PENTAGON, WASHINGTON, DC
20310-0202

CHIEF OF STAFF, ARMY, 200 ARMY PENTAGON, WASHINGTON, DC
20310-0200

FOR THE SECRETARY OF THE ARMY, 100 ARMY PENTAGON, WASHINGTON,
DC 20310-0100

SUBJECT: Example of a Memorandum Through the Director of the Army Staff and
Chief of Staff, Army, to the Secretary of the Army--INFORMATION MEMORANDUM

This is an example of an information memorandum routed through the Director of the Army Staff (DAS) and Chief of Staff, Army (CSA), for the Secretary of the Army (SA).

Prepare the memorandum in 12 point Arial or comparable plain-style type.

Use office symbols on memorandums signed by the Commander, MDW. Do not use office symbols on memorandums for the SA which will be signed by one of the other senior Army leaders, and use their letterhead.

As a rule, correspondence addressed through the CSA is addressed to the SA, not an Assistant Secretary. However, this format can be used to address an Assistant Secretary which will be lined-thru for the CSA by the DAS.

If the memorandum is for information only, type "—INFORMATION MEMORANDUM" after the subject. No paragraph headings are required. **Do not number paragraphs.**

Encl

ROBERT F. FOLEY
Major General, USA
Commanding

Action Memorandum for Secretary of the Army



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. McNAIR, DC 20319-5058

PREPARER'S OFFICE SYMBOL

SACO dates
after CG signs

MEMORANDUM THRU DIRECTOR OF THE ARMY STAFF, 202 ARMY PENTAGON,
WASHINGTON, DC 20310-0202

FOR

CHIEF OF STAFF, ARMY, 200 ARMY PENTAGON, WASHINGTON, DC
20310-0200

THE SECRETARY OF THE ARMY, 100 ARMY PENTAGON, WASHINGTON,
DC 20310-0100

SUBJECT: Memorandum Through the Director of the Army Staff for the Chief of Staff,
Army, and the Secretary of the Army--ACTION MEMORANDUM

Purpose: To provide an example of an action memorandum routed through the
Director of the Army Staff (DAS) for action by both the Chief of Staff, Army (CSA), and
the Secretary of the Army (SA).

Discussion:

Prepare an action memorandum to submit recommendations or staff actions
that require a decision.

Prepare the memorandum in 12 point Arial or comparable plain-style type.

Use office symbols on memorandums signed by the Commander, MDW. Do
not use office symbols on memorandums for the SA which will be signed by one of the
other senior Army leaders, and use their letterhead.

Type "--ACTION MEMORANDUM" after the subject.

Title the first paragraph "Purpose," the second, "Discussion," and the third,
"Recommendation." **Do not number the paragraphs.**

Keep the length to one page if possible, but no more than two. Header
information and page numbering on the second page will be the same as on a standard
memorandum.

ACTION MEMORANDUM

PREPARER'S OFFICE SYMBOL

SUBJECT: Memorandum Through the Director of the Army Staff for the Chief of Staff, Army, and the Secretary of the Army--ACTION MEMORANDUM

An action memorandum will be to the point and contain only essential facts necessary to understand the case. Issues will be summarized so that when read, the memorandum represents the complete situation without reference to enclosures. Enclosures are reserved to furnish detailed analysis or explanation of the summary presented. If used, they should be in tabular form or written in a telegraphic style, when possible. Refer to numbered enclosures as in routine memorandums.

Ensure that all major implications that have become apparent are included (e.g., public relations, budget, environment, manpower, security, morale, legal, congressional, etc.).

If coordination has been accomplished with an ARSTAF element or other agency outside MDW, include a summary of the results of that coordination in the "discussion" paragraph or list results at the bottom of the last page. **On correspondence addressed to the SA, show the name or position of all persons with whom the action was coordinated.**

Recommendation: That the "action memorandum" format be approved.

2 Encls

ROBERT F. FOLEY
Major General, USA
Commanding

Readaheads
for the Army Senior Leadership

Readahead packages normally consist of the following:

1. MDW Form 4-E requesting CG's signature on summary page and on a note, particularly if readahead is for SA.
2. Summary page. Information/decision briefing memorandum format is at page N-11.
3. Note from CG, MDW, to Army senior leader (primarily the SA). Example is at page N-11.
4. Briefing slides.

Readaheads are due to the Army senior leaders 2 work days prior to the scheduled briefing. They are due to MDW SACO 4 work days prior to the briefing.

Provide one readahead for all Army senior leaders except the SA, who gets an original and two copies.

INFORMATION BRIEFING (or -DECISION BRIEFING)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. McNAIR, DC 20319-5058

PREPARER'S OFFICE SYMBOL

SACO dates after
CG approves

MEMORANDUM FOR (Title and Address of Senior Army Leader)

SUBJECT: XXXXXXXXXXXXXXXXXXXX--INFORMATION BRIEFING (or --DECISION BRIEFING)

1. PURPOSE: Succinct statement explaining why the briefing is to be conducted. It should also indicate if the briefing has been requested by the principal to be briefed or by another principal for him/her (e.g., CSA directed issue be briefed to the SA).

2. KEY ATTENDEES: Names and position titles of key players who will attend the briefing.

3. WHERE/WHEN/HOW LONG: Briefing location/date and time/hours and minutes.

4. MAJOR POINTS:

a. A readahead summary should be able to stand alone and allow the principal the option to review the attachments or not. If for an information briefing, provide a substantive summary of the briefing which clearly tells the principal the major issues to be discussed. If for a decision briefing, tell the principal what he/she will be asked to do and the major issues to be discussed.

b. Indicate if coordination was conducted, and list major points of view of other agencies or principals, if there is nonconcurrence.

5. RECOMMENDATION(S):

a. If for an information briefing, clearly state any recommended actions or comments the principal should consider. If for a decision briefing, clearly state the decisions the principal will be asked to make.

b. If for an information briefing, provide the MDW recommendation for follow-on actions. If for a decision briefing, provide the MDW recommendation for each decision.

c. State the expected outcome desired from the briefing.

Prepared By: COL Smith/DCSXX, MDW /685-0000

Approved By: MG Foley/CG, MDW/685-2807

MEMORANDUM for SECRETARY OF THE ARMY (2-Star note)



OFFICE OF THE COMMANDING GENERAL
Headquarters
U. S. Army Military District of Washington

SACO dates after CG signs

MEMORANDUM FOR SECRETARY OF THE ARMY

SUBJECT: Reengineering Twilight Tattoos

Next under are the readahead and talking paper for the meeting on our Twilight Tattoo series with Senators XXXXXXXX and XXXXXXXX. The meeting is scheduled for Monday, January XX, 19XX, at 10:30.

Very respectfully,

Robert F. Foley
Major General, U.S. Army
Commanding Officer

Enclosures

Appendix O

White House Correspondence

There are two types of White House actions forwarded by the Army White House Liaison (WHLO):

a. Routine Action: Direct Reply. See page O-2. Two copies of the reply are submitted to the WHLO with the original correspondence and the tasking control document.

b. Special Actions:

(1) Special Action: Direct Reply. See page O-2. This reply must be coordinated with the Army WHLO prior to dispatch. Provide WHLO three copies of the response upon completion, along with the original correspondence and the tasking control document.

(2) Special Action: Draft Reply. See page O-3.

(3) Special Action: Fact Sheet. See page O-5.

Direct Replies, Routine and Special Action



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
103 THIRD AVENUE
FORT LESLEY J. McNAIR, DC 20319-5058

May XX, 19XX

Arlington National Cemetery

Mr. John H. Doe
Street Address
City, State, and Zip Code

Dear Mr. Doe:

Thank you for your letter of (month, date, and year) to President xxxxxxxx concerning (subject matter).

As much as he would like to, the President cannot reply personally to every communication he receives. Therefore, he has asked the departments and agencies of the Federal Government to reply on his behalf in those instances in which they have special knowledge or special authority under the law. For this reason, your communication has been forwarded to officials of the Department of the Army.

(Begin text) All replies to White House communications will include an appropriate opening statement and paragraph immediately following. The second paragraph may be revised in cases that are particularly sensitive in nature.

Send a draft with an MDW Form 4-E to the Chief of Staff, MDW, for approval prior signing, dating, and dispatching.

For a "routine action, direct reply," submit two copies of the reply to the Army White House Liaison Office (WHLO), accompanied by the original correspondence and tasking control document. Submit one copy to SACO for the command group reading file.

For a "special action, direct reply," coordinate the proposed response with the Army WHLO after obtaining Chief of Staff, MDW, approval. After securing WHLO approval and dispatching the reply, furnish the WHLO three copies of the response accompanied by the original correspondence and the tasking control document. Furnish one copy to SACO for the command group reading file.

Sincerely,

Must be signed by a colonel,
GM-15, GS-15, or above

Special Action, Draft Reply

Mr. John H. Doe

Street Address

City, State, and Zip Code

Dear Mr. Doe:

Thank you for your letter of (month, date, and year) to President XXXXXXXX concerning (subject matter).

(Begin text.) Do not type date or office symbol on draft replies. Begin inside address 10 lines from top of page flush at left margin.

Type salutation on second line below the last line of the inside address.

The White House will use active voice to prepare the final response for signature. Word the text of the draft reply so that it reflects the designated individual who will sign the correspondence (e.g., the Military Assistant to the President or President's Chief of Staff). Respond to the issue or question raised as clearly and precisely as possible and without excessive detail.

DRAFT

Administrative Instructions: Type draft response on 8½ inch bond paper in DOUBLE SPACE and submit an original and three copies. Center the word "DRAFT" at the bottom of each page. Do not include classified information. Forward the draft reply with an MDW Form 4-E to the Chief of Staff, MDW, (or to the CG, if directed) for approval prior to forwarding the draft to the Army WHLO.

Transmittal: The action agency will transmit draft responses to the Army WHLO as reflected in the tasking control document.

Sincerely,

DRAFT

Special Action, Fact Sheet

FACT SHEET

SUBJECT: Preparation of a Fact Sheet for a White House Case.

1. Purpose. To demonstrate the format for a fact sheet.

2. Facts.

a. The words "FACT SHEET" will be centered on the fourth line from the top of the page.

b. Begin subject on second line following the heading "FACT SHEET." The subject line will consist of the word "SUBJECT:" beginning at the left margin followed by a short, descriptive subject in upper and lower case. If the title of the subject is more than one line, continue the next line flush with the left margin.

c. The first paragraph will be titled "Purpose." The written purpose will follow.

d. The second paragraph will be titled "Facts." Use subparagraphs to organize the facts being presented. Develop facts in an orderly and logical sequence.

e. Enclosures, when necessary, will be referenced in the text as appropriate and identified.

f. Fact sheets do not require an office symbol, an action officer name, or signature.

g. Fact sheets will be prepared on 8 1/2 x 11 inch bond paper, single spaced with double spacing between paragraphs and subparagraphs, and will be submitted in three copies. Avoid including classified information in fact sheets; if it is required, contact the Army WHLO for instructions.

h. Forward the proposed fact sheet to the CofS, MDW, for approval prior to dispatch. Forward the approved fact sheet to the Army WHLO IAW tasking control document instructions.

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Appendix P

Evaluation Reports

When forwarding OERS, NCOERS, and civilian evaluation reports to the command group for entry of either rater or senior rater comments, include the following:

- Signed and dated support form/counseling checklist
- Three signed shells (and signed blanks, if disk is provided)
- Disk (optional)
- Officers only: Copy of ORB
- Civilians only: Award recommendation, as appropriate
- Other items as desired by the CG or CofS

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Appendix Q

Scheduling Appointments with the Command Group/MDW Form 79-E

Q-1. The MDW Form 79-E, Request for Appointment, (see page Q-2) is designed to help the command group and the staff prepare for meetings. The MDW Form 79-E will be used to schedule appointments with the command group, capture the objective of the meeting, and ensure the proper people will be in attendance.

Q-2. A completed MDW Form 79-E will be submitted to SACO as early as possible but not later than 2 weeks prior to the meeting. Readahead material for briefings to the CG will be submitted 2 working days before the meeting occurs.

MEETING ANNOUNCEMENT AND AGENDA			
(MDW Regulation 25-50)			
1. TO CG THRU SGS, CSM, CS		2. MEETING DATE 15 Nov 97	
3. MEETING TITLE MDW MWR Board of Directors (BOD) Meeting		4. START TIME 08:00	
5. CALLED BY Sally Smith, MDW ODCSPER		6. END TIME 14:00	
7. TELEPHONE NUMBER (202) 685-5555		8. LOCATION MDW Command Conference Room	
9. MEETING OBJECTIVES/DESIRED OUTCOMES Succinctly state what the meeting or event is to accomplish			
10. CHAIRPERSON CG		11. PARTICIPANTS CG CofS CSM MDW Garrison Cdrs Selected MDW ODCSPER staff (3) Garrison DPCA representatives (5)	
12. RECORDER Sally Smith, ODCSPER			
13. FACILITATOR COL Doe, DCSPER			
14. REFERENCE/BACKGROUND/READ AHEAD Readahead will be provided 13 Nov 97.			
15. BRING TO MEETING			
16. AGENDA			
TOPICS	RESPONSIBILITY	START TIME	END TIME
1. Welcome and Opening Remarks	Commanding General	08:00	08:20
2. MWR BOD Committee Issues	DCSPER	08:20	11:30
3. Lunch		11:30	12:30
4. Garrison Performance Reviews	Commanders	12:30	13:30
5. MACOM Summary	Mr. Jones, ODCSPER	13:30	14:00

Appendix R**Scheduling the Command Conference Room**

R-1. The SGS Admin Office schedules the command conference room (CCR). To reserve it for meetings/events involving the CG, please use the following procedures:

a. Check the CCR calendar for openings using "OnTime" software. (Select "Group," then "Change User Calendar." If necessary, change Street Talk Mask to read "**@*@" Click on the address window and type the word "Room" which will appear next to "Search." Then select "Conference Room@CMD GRP@MDW.")

b. Call the CG's secretary to determine the CG's availability for the date(s) you desire. Call to check availability of other command group or staff participants as appropriate.

c. Submit MDW Form 79-E (Meeting Announcement and Agenda) to the Staff Action Control Office (SACO) for processing through SGS Admin and the command group. Requesting agency is responsible for coordinating meetings on the calendars of the CG, CofS, and CSM.

d. Not later than 2 days before the meeting, call SGS Admin (685-2846) or E-Mail (Conference Room@CMD GRP@MDW) to confirm the date, time, and required set-up deadline (SGS Admin will have it set up NLT 20 minutes prior to the meeting unless you specify an earlier time), and to relay special needs (audio-visual equipment, name plates, etc.).

e. Ensure SGS Admin is informed of all subsequent changes in date, time, attendees, or requirements.

f. Assist SGS Admin with CCR cleanup after the meeting.

R-2. For meetings/events involving other members of the command group but not the CG:

a. Check the calendar for openings using "On Time."

b. Call the command group principal's secretary (and others as appropriate) to determine the date of the meeting.

c. Call or E-Mail SGS Admin to schedule the CCR. Admin will enter the information in the CCR scheduling book using

Headquarters, MDW, Conference Room Schedule (see page R-3). If you send an E-Mail, please provide all required information.

- d. Follow procedures described in paragraph 1d-f.

R-3. To reserve the CCR for meetings not involving the command group:

- a. Check "OnTime" and contact SGS Admin to schedule the room as described in paragraphs 2a and 2c.

- b. Set up the CCR prior to the meeting and clean up the CCR after the meeting has concluded. Ensure adequate time is booked to perform both of these functions.

R-4. All agencies using the CCR are responsible for operating the audio-visual equipment and should have as a minimum one qualified operator. If you need assistance, please inform SGS Admin at the time you schedule the CCR. The SGS Admin will schedule your designated operator for training prior to your meeting.

Headquarters, MDW Conference Room Schedule

Date/Time of request: 14 Jul 97/1430 Requested by: Mrs. Weatherbee
 Request made: _____ Requesting organization: DCSEH
 In person: _____ Telephonically: X

Date conference room requested: 21 Jul 97 Time: 0800-1000

Purpose (circle one) Award Ceremony Meeting Promotion
 Briefing IPR
 Other (explain)

Subject: General Officer Steering Committee

Meeting Point of Contact: CPT Doe Telephone: 685-2000

Organization: DCSLOG

Meeting Attendees: CG CofS CSM (Requesting agency is responsible for coordinating meeting on the calendars of the CG, CofS, and CSM.)

<u>MG Candy</u>	_____
<u>BG Fire</u>	_____
<u>COL Plain</u>	_____
<u>COL Sergeant</u>	_____
<u>COL Boss</u>	_____
<u>COL Handy</u>	_____
<u>COL Smart</u>	_____

Equipment Required: Overhead projector, computer slides,
 and two parking spaces in front of bldg 32

Request received by: SGT Room

Copies furnished requestor: 1

(Requesting agency is responsible for conference room clean-up.)

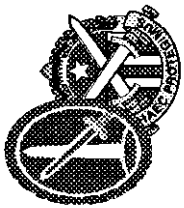
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Appendix S

Briefing Slides

S-1. Agency-sponsored briefings. If an agency is to present a briefing to the command group as a computer slide show, MS Office Powerpoint for Windows is preferred. If access to Powerpoint is not available, present the briefing in the form of acetate slides mounted on frames. Agencies will provide a person to change the slides during the briefing and must coordinate with SGS Admin to arrange computerized slide show training, if necessary.

S-2. Command-group-sponsored briefings (quarterly command and staff meetings, DAS updates, etc.) normally require only hard copy charts. The SGS will publish additional guidance concerning slide requirements for briefings as necessary and will provide a slide-changer during the briefing. Hard copy briefing charts should be prepared in MS Office Powerpoint using the border information (i.e., shadowed header box and upper left and lower right logos depicted on page S-2). Charts for DAS updates will follow the issue-discussion-recommendation format also shown on page S-2, unless specified otherwise.



Public Service Recognition Week

Title of slide only in shaded box. Font size 32pt Times New Roman/Bold.

- **Issue: (bullet-style)(24 pt) XXXXXXX XXXXXXX XXXXXXX**
- **Discussion: (24 pt) XXXXXXX XXXXXXX XXXXXXX XXXXXXX**
 - **Bullet-style (18 pt)**
 - **Times New Roman font**
 - **Commanders may add own logo in upper right**
 - **XXXXXX**
- **Recommendation: (only if appropriate) (24 pt) XXXXX**

Please indicate your organization and number of slides here using 10 font

Glossary

MDW INTERNAL ACRONYMS

REVISED 20 AUGUST 1997

ACRONYMS LISTED HEREIN ARE APPROVED ONLY FOR USE IN MDW INTERNAL CORRESPONDENCE

AA	assembly area
AAA	Army Audit Agency
AACG	arrival airfield control group
AAFES	Army and Air Force Exchange Services
AAIR	America's Army in Review
AAM	Army Achievement Medal
AAOC	alternate Army operations center
AAP	Affirmative Action Plan
AAR	after action review, Army area representative
AAS	Air Assault School
ABF	Army billeting fund, availability balance file
AC	Active Component
ACE	Assistant Chief of Engineers
ACOE	Army Communities of Excellence
ACOM	Atlantic Command
ACS	Army Community Services
ACSIM	Assistant Chief of Staff for Installation Management
AD	Air Defense Artillery (branch)
ADP	automated data processing
ADPE	automatic data processing equipment
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFCG	Armed Forces Color Guard
AFFHA	Armed Forces Full Honor Arrival
AFFHC(I/O)	Armed Forces Full Honor Cordon In and Out
AFFHCO	Armed Forces Full Honor Cordon
AFFHD	Armed Forces Full Honor Departure
AFFHF	Armed Forces Full Honor Funeral
AFFHR	Armed Forces Full Honor Review
AFFHWC	Armed Forces Full Honor Wreath Ceremony
AFH	Army family housing
AFHA	Army Full Honor Arrival
AFHD	Army Full Honor Departure
AFHF (BN)	Army Full Honor Funeral - Battalion
AFHF(CO)	Army Full Honor Funeral - Company
AFHF(PLT)	Army Full Honor Funeral - Platoon
AFHWC	Army Full Honor Wreath Ceremony

AFIC	Armed Forces Inaugural Committee
AFMIS	Army Food Management Information System
AFOC	Air Force operations center
AHWC	Army Honor Wreath Ceremony
AIMI	aviation intensively managed item
AFTB	Army family team building
AFV	alternate fuel vehicle
AG	Adjutant General's Corps (branch)
AJCC	Alternate Joint Communications Center
ALCE	air lift control element
ALO	authorized level of organization
ALO	<i>air liaison officer</i>
ALOC	air lines of communication
AMB	Ambassador
AMC	U.S. Army Materiel Command
AMDF	Army master data file
AMEDD	Army Medical Department
AMEDDPAS	Army Medical Department Property Accountability System
AMEX	American Express
AMMO	ammunition
AMOPES	Army Mobilization Operations, Planning, and Execution System
AMSC	Army Medical Specialist Corps, Army Management Staff College
AMWRF	Army Morale, Welfare, and Recreation Fund
AN	Army Nurse Corps
ANC	Arlington National Cemetery
ANCOC	Advance Noncommissioned Officer Course
ANG	Air National Guard
ANMCC	alternate national military command center
AO	area of operations, action officer
AOC	Army Operations Center
APF	appropriated funds
APFT	Army Physical Fitness Test
AR	Army Regulation, Armor (branch)
ARCOM	Army Commendation Medal
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
ASA	Assistant Secretary of the Army
ASA(CW)	Assistant Secretary of the Army (Civil Works)
ASA(FM&C)	Assistant Secretary of the Army (Financial Management and Comptroller)
ASA(IL&E)	Assistant Secretary of the Army (Installation, Logistics, and Environment)
ASA(M&RA)	Assistant Secretary of the Army (Manpower and Reserve Affairs)
ASA(RD&A)	Assistant Secretary of the Army (Research, Development, and Acquisition)

ASGS	assistant secretary of the general staff
ASI	additional skill identifier
ASIMS	Army Standard Information Management System
ASIP	Army Stationing and Installation Plan
ASL	authorized stockage list, above sea level
ASP	ammunition supply point
ASRRS	Army Survival, Recovery, and Reconstitution System
ATC	air traffic control
ATCOM	Aviation and Troop Command
ATM	automated teller machine
AUSA	Association of the U.S. Army
AVUM	aviation unit maintenance
AWOL	absent without leave
AWS	alternate work schedule
AUTODIN	automatic digital network
AV	Aviation (branch)
AVIM	aviation intermediate maintenance
AZ	above the zone
BASOPS	base operations
BDCE	Baltimore District, Corps of Engineers
BN	battalion
BNCOC	Basic Noncommissioned Officers Course
BRAC	base realignment and closure
BZ	below the zone
C-day	unnamed day deployment operations commence
C&SE	Ceremonies and Special Events
C2	command and control
C3	command, control, and communications
C3I	command, control, communications, and intelligence
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
CAA	U.S. Army Concepts Analysis Agency
CAB	Civil Aeronautics Board
CAC	Casualty Area Command
CAPR	capability request
CAPS-NCR	Civilian Army Personnel Services, National Capital Region
CAR	Chief, Army Reserve
CAS3	Combined Arms and Services Staff School
CASCOM	U.S. Army Combat Arms Support Command
CAT	crisis action team
CBS-X	Continuing Balance System-Expanded
CBT/T	combating terrorism
CCF	Central Clearance Facility
CCG	Continental Color Guard
CCISP	Controlled Cryptographic Item Serialization Program
CD	compact disc, civil defense, combat development, contract definition

CD-ROM	compact disc-read only memory
CDC	child development center
CDPL	command designated position list
CECOM	U.S. Army Communications and Electronics Command
CFC	Combined Federal Campaign
CFSC	Community and Family Support Center
CFR	Code of Federal Regulations
CG	Commanding General
CGMDWREC	Commanding General MDW Reception
CGSC	Command and General Staff College
CH	Chaplain (branch), Conmy Hall
CIA	Central Intelligence Agency
CID	Criminal Investigation Division
CIF	Central Issue Facility
CIP	Command Information Program
CIR	command interest report
CJCS	Chairman, Joint Chiefs of Staff
CJCS REC	Chairman, Joint Chiefs of Staff Reception
CMRP	Command Master Religious Program
CLRP	Command Logistics Review Program
CM	Chemical Corps
CMC	Commandant of the Marine Corps
CMT	common military training, comment
CNGB	Chief, National Guard Bureau
CNO	Chief, Naval Operations
CO	commanding officer, company
COB	close of business
COC	Council of Colonels, change of command
CofS	Chief of Staff
COG	Council of Governments
COMMEEX	communications exercise
CONF	confidential
CONUS	continental United States
CONUSA	the numbered armies in the continental United States
COOP	Continuity of Operations Plan
COSIS	care of supplies in storage
CP	command post
CPAC	civilian personnel advisory center
CPD	Civilian Personnel Directorate
CPO	Civilian Personnel Office
CPU	central processing unit
CPX	command post exercise
CR (See NCR)	Capital Region
CSA	Chief of Staff of the Army
CSA DIN	Chief of Staff, Army, Dinner
CSARECEP	Chief of Staff, Army, Reception
CSC	command and staff college, combat support company
CTA	Common Table of Allowances
CTG	command training guidance

CTT	common task training
CWF	Civilian Welfare Fund
CY	calendar year DA Department of the Army
DAAF	Davison Army Air Field
DA RET	Department of the Army Retirement
DAC	Department of the Army civilian
DACG	departure airfield control group
DAF	Department of the Air Force, departure field
DAO	Defense Accounting Office
DAS	Director of the Army Staff
DBMS	Data Base Management System
DC	Dental Corps
DCNG	District of Columbia National Guard
DCPS	Defense Civilian Pay System
DCSEH	Deputy Chief of Staff for Engineering and Housing
DCSIM	Deputy Chief of Staff for Information Management
DCSINT	Deputy Chief of Staff for Intelligence
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations, Plans, and Security;
	Deputy Chief of Staff for Operations and Plans (at DA)
DCSPER	Deputy Chief of Staff for Personnel
DCSRM	Deputy Chief of Staff for Resource Management
D-DAY	The execution date of an operation or unnamed day on which a particular operation is to commence
DDN	Defense Data Network
DEA	Drug Enforcement Agency
DEFCON	Defense Readiness Condition
DERA	Defense Environmental Restoration Act
DEROS	date eligible for return from overseas
DFAS-CO	Defense Finance and Accounting Service-Columbus
DEFAS-DE	Defense Finance and Accounting Service-Denver
DFAS-I	Defense Finance and Accounting Service- Indianapolis
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DISC4	Director of Information Systems for Command, Control, Communications, and Computers
DITY	do-it-yourself (shipping move)
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMC	Defense Megacenter
DMRD	Defense Management Review Decision
DMS	Defense Message System, Defense Mapping School, defense materials system, data management system
DMS AMH	Defense Messaging System-Autodin Mail Host

DINSUM	Defense Intelligence Summary
DOC	Director(ate) of Contracting
DOD	("DoD" preferred Department of Defense by OCSA)
DODAAC	Department of Defense Activity Address Code
DODSASP	Department of Defense Small Arms Serialization Program
DOIM	Director(ate) of Information Management
DOL	Director(ate) of Logistics
DOMS	
DOS	Director(ate) of Military Support, Department of State
DPCA	Director, Personnel, Community, and Family Activities
DPSC	Defense Personnel Support Center
DPTMS	Director(ate) of Plans, Training, Mobilization, and Security
DPW	Director of Public Works
DRM	Director(ate) of Resource Management
DRMO	Defense Reutilization and Marketing Office
DS	direct support
DSN	Defense Switched Network
DS4	Direct Support Unit Standard Supply System
DSU	direct supply unit
DTG	date-time group
EA	environmental assessment, executive assistant
ECAS	Environmental Compliance Assessment System
EDAS	enlisted distribution and assignment system
EDATE	effective date
E-day	start of exercise
EEO	equal employment opportunity
EIS	environmental impact statement
E-Mail	electronic mail
EN	Corps of Engineers (branch)
ENDEX	end exercise
ENTNAC	Entrance National Agency Check
EO	equal opportunity
EOA	equal opportunity advisor
EOC	emergency operations center
EOD	explosive ordnance disposal
EOM	end of month
EPA	Environmental Protection Agency
ERB	enlisted record brief
ERC	equipment readiness code
ETA	expected time of arrival
ETD	expected time of departure
EUSA	Eighth U.S. Army
FA	Field Artillery (branch)
FAD	force activity designator

FAO	Finance and Accounting Office(r)
FAP	Family Advocacy Program
FATS	Firearms Training System
FBI	Federal Bureau of Investigation
FDC	The Old Guard Fife and Drum Corps, Fire Direction Center
FECA	Federal Employees Compensation Act
FEDLOG	federal logistics data on compact disc
FEMA	Federal Emergency Management Agency
FFOC	Forward Funeral Operations Center
FC	Finance Corps (branch)
FHC	Full Honor Funeral
FLSA	Fair Labor Standards Act
FMAT	Food Management Assistance Team
FMMC	Fort Myer Military Community
FOC	Funeral Operations Center, final operational capability, flight operations center
FONECON	telephone conversation
FORMDEPS	FORSCOM Mobilization and Deployment Planning System
FORSCOM	Forces Command
Ft (Ft.)	Fort(spell out only when used with location (e.g., Fort Myer, VA)
FRAGO	fragmentary order
FTX	field training exercise
FUSA	First U.S. Army
FW	fixed wing
FY	fiscal year
GAO	General Accounting Office
GC	garrison commander
GCCS	Global Command and Control System
GFOQ	general and flag officers quarters
GO RET	DA General Officer Retirement
GOCO	government owned, contractor operated
GOGO	government owned, government operated
GOMO	General Officer Management Office
GS	general support, Army General Staff: General Staff with troops, general schedule
H-hour	time of deployment
HAZCOM	hazardous communication
HAZMAT	hazardous material
HF	high frequency
HHC	Headquarters and Headquarters Company
HIV	Human Immune-deficiency Virus
HONRSA-4	4-star General Funeral, Arlington National Cemetery

HONRSA-A	Army Veteran Funeral, Arlington National Cemetery
HONRSA-D	Dependent Funeral, Arlington National Cemetery
HONRSA-G	Army General Officer's Funeral, Arlington National Cemetery
HONRSA-S	Army Veteran's Funeral-Sergeant Major, Arlington National Cemetery
HQ	headquarters
HQ, DFAS	Headquarters, Defense Finance and Accounting Service
HQ MDW	Headquarters, Military District of Washington
HQDA	Headquarters, Department of the Army
HTNR	hometown news release
HW/HM	hazardous waste/hazardous materials
IA	incentive award
IADC	Inter-American Defense College
IAW	in accordance with
ICAF	Industrial College of the Armed Forces
IG	inspector general
ILS	integrated logistical support
IMA	individual mobilization augmentee
IMAC	Information Management Advisory Council
IMAP	Installation Management Action Plan
IMO	information management officer, installation management officer
IMWRF	Installation Morale, Welfare, and Recreation Fund
IN	infantry
INSCOM	U.S. Army Intelligence and Security Command
INTREP	intelligence report
IOC	initial operational capability
IPF	information processing facility, initial production facilities
IPR	in-process review
IR	internal review
IRAC	internal review and audit compliance
IRACO	Internal Review and Audit Compliance Office
ISA	inter/intraservice support agreement
ISM	installation support module
ISO	installation safety office, information systems officer
ITAC	Intelligence and Threat Analysis Center
ITO	installation transportation office
JA	Judge Advocate General's Corps (branch)
JADREP	Joint Resource Assessment Database Report
JAG (JAGC)	Judge Advocate General (Corps)
JCS	Joint Chiefs of Staff
JEEP	Joint Emergency Evacuation Plan
JPPSOWA	Joint Personal Property Shipping Office-Washington Area

JSOH	Joint Service Open House
JTF	Joint Task Force
K&E	key and essential
LAN	local area network
LEA	law enforcement agencies
LNO	liaison office(r)
LOGMARS	logistics application of automated marking and reading
LOGSA	logistics support activity
LOGSTAT	logistics status report
LWOP	leave without pay
LZ	landing zone
M-day	mobilization day
M&R	maintenance & repair
MAC	maintenance allocation chart
MACAP	Military Assistance to Civilian Authorities Plan
MACOM	major Army command
MARS	military affiliate radio system
MATCAT	materiel category
MC	Medical Corps
MCA	Military Construction, Army
MCN	management control number
MDEP	management decision and execution package
MDW	U.S. Army Military District of Washington
MEDCOM	Medical Command
METL	mission essential task list
MFR	memorandum for record
MHE	materiels handling equipment
MI	military intelligence (branch)
MILPO	military personnel office
MOA	Memorandum of Agreement
MOBEX	mobilization exercises
MOBPERS	Mobilization Personnel System
MOD	Ministry of Defense
MODEM	modulator-demodulator
MODPLAN	modernization plan
MOFA	Ministry of Foreign Affairs
MOPP	mission oriented protective posture
MOS	military occupational specialty
MOU	Memorandum of Understanding
MOUT	military operations on urbanized terrain
MP	Military Police Corps (branch), military police
MPI	Military Police Investigator
MRE	meal, ready-to-eat
MS	Medical Service Corps (branch)
MSEL	master scenario events list
MTMC	Military Traffic Management Command
MTOE	modification table of organization and equipment

MTP	mission training plan
MWR	morale, welfare, and recreation
N-hour	notification hour
NAC	National Agency Check
NAF	nonappropriated fund
NAFI	nonappropriated fund instrumentality
NBC	nuclear, biological, and chemical
NCA	national command authority
NCO	noncommissioned officer
NCOPD	noncommissioned officer professional development
NCOIC	noncommissioned officer in charge
NCPC	National Capital Planning Committee
NCR	National Capital Region
NDU	National Defense University
NDW	Naval District of Washington
NGL	No greater love
NEACP	National Emergency Airborne Command Post
NET	new equipment training
NGB	National Guard Bureau
NIBD	net income before depreciation
NICP	national inventory control point
NLT	not later than
NSN	national stock number
NTC	National Training Center
NTC-ROT	National Training Center rotation
NTE	not to exceed
O&M	operation and maintenance
OCAR	Office of the Chief, Army Reserve
OCIE	organizational clothing and individual equipment
OCLUB	officers' club
OCONUS	outside the continental United States
OCSA	Office of the Chief of Staff of the Army
OD	Ordnance Corps
ODCSEH	Office of the Deputy Chief of Staff for Engineering and Housing
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
ODCSPER	Office of the Deputy Chief of Staff for Personnel
ODCSOPS	Office of the Deputy Chief of Staff for Operations, Plans, and Security
ODCSRM	Office of the Deputy Chief of Staff for Resource Management
ODP	officer distribution plan
OIP	organizational inspection program
OIR	Office of Internal Review
OJT	on-the-job training
OMA	Operation and Maintenance, Army
OMAR	Operation and Maintenance, Army Reserve
OMARNG	Operation and Maintenance, Army National Guard

OPA	Other Procurement, Army
OPCON	operational control
OPD	officer professional development
OPLAN	operation plan
OPM	Office of Personnel Management
OPORD	operation order
OPSEC	operations security
OPTEC	Operational Testing and Evaluation Command
OR	operational readiness, orchestra
ORB	Officer Record Brief
OSA	Office of the Secretary of the Army
OSC	objective supply capability
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety and Health Administration
P2	pollution prevention
PA&E	Program Analysis and Evaluation Directorate (HQDA)
PAO	public affairs office
PARC	principal assistant responsible for contracting
PAT	process action team
PBG	program budget guidance
PCS	permanent change of station, post, or camp; physically controlled area
PD	police department
PERSCOM	U.S. Total Army Personnel Command
PERSEC	personnel security
PERSTAT	
(PERSTATREP)	personnel status report
PLDC	Primary Leadership Development Course
PLL	prescribed load list
PM	provost marshal
PMO	provost marshal office
POC	point of contact
POD	point of departure (debarkation)
POI	program(s) of instruction
POL	petroleum, oil, and lubricants
POM	program objective memorandum
POSH	prevention of sexual harassment
POV	privately owned vehicle
PPBES	Planning, Programming, Budgeting, and Execution System
PPP	Priority Placement Program
PPPO	personal property processing office
PSC	personnel service company
PSRW	Public Service Recognition Week
PZ	pickup zone, primary zone
QM	Quartermaster Corps (branch)
QRA	quarterly review and analysis

QTB	quarterly training brief
RAM	random access memory
RC	Reserve Component(s)
RCS	requirement control symbol
RESEM	Rescue and Security of the Occupants of the Executive Mansion
RIF	reduction in force
ROD	report of discrepancy
ROE	Rules of Engagement
RPMA	real property maintenance activity
RPPB	Real Property Planning Board
RPR	resource and performance review
RSO	Retirement Services Office, range safety officer, recognizance and survey officer
RW	rotary wing
SAAS	Standard Army Ammunition System
SAB	subject as above
SACO	Staff Action Control Office
SADBU	Small and Disadvantaged Business Utilization
SAEDA	Subversion and Espionage Directed Against the U.S. Army
SAILS	Standard Army Intermediate Level Supply Subsystem
SAMS	Standard Army Maintenance System, School of Advanced Military Studies
SAR	search and rescue
SARSS	Standard Standard Army Supply System
SATO	scheduled airline traffic (ticket) office
SATS	Standard Army Training System
SBIS	Sustaining Base Information Services
SC	Signal Corps (branch)
SECDEF	Secretary of Defense
SECDEFDN	Secretary of Defense Dinner
SECSTADN	Secretary of State Dinner
SCI	sensitive compartmented information
SDNCO	staff duty noncommissioned officer
SDT	second destination transportation
SECSTARE	Secretary of State Reception
SES	Senior Executive Service
SF	State Funeral, Special Forces (branch), Summerall Field, special forum, standard form
SFPLAN	State Funeral Plan
SGS	secretary of the general staff
SHPO	State Historic Preservation Office
SII	special investigative inquiry
SIMS-X	Selected Item Management System-Expanded
SIR	serious incident report
SITREP	situation report

SJA	Staff Judge Advocate
SLA	Strategic Logistics Agency
SM	service member
SMA	Sergeant Major of the Army
SOA	Spirit of America
SOCOM	U.S. Army Special Operations Command
SOI	signal operation instructions
SOP	standing operating procedure(s)
SPBS	Standard Property Book System
SPBS-R	Standard Property Book System-Redesign
SPBS-R-I-TDA	Standard Property Book System-Redesign-Installation- Table of distribution and Allowances
SPEC GO RET	DA Special General Officers Retirement
SQI	special qualifications identifier
SRA	stock record account, ship radio authorization, specialized repair activity
SRD-1	Stanfins Redesign 1
SRT	special reaction team
SSA	supply support activity
SSBI	single scope background investigation (replaces BI and SBI)
SSC	senior service college, supply status code
SSH	single soldier housing
SSN	social security number
SSO	special security office or officer
STAMIS	Standard Army Management Information System
STANFINS	Standard Army Finance System
STARC	State Area Command
STARCIPS	Standard Army Civilian Pay System
STARFIARS	Standard Army Financial Inventory Reporting System
STATEDIN	State Dinner
STU	secure telephone unit
SUBJ	subject
SUPT	Superintendent, Arlington National Cemetery
SUSA	Second U.S. Army
TACCS	Tactical Army Combat Service Support Computer
TAG	The Adjutant General
TAIM	Total Army Inventory Management
TAMIS	Training Ammunition Management Information Systems
TAMMS	The Army Maintenance Management System
TAP	The Army Plan
TAPES	Total Army Performance Evaluation System
TAQ	Total Army Quality
TAV	total asset visibility
TBA	to be announced
TBD	to be determined
TBP	to be published

TC	Transportation Corps (branch)
TCP	traffic control point
TDA	table of distribution and allowances
TDY	temporary duty
TEWT	training exercise without troops
THREATCON	terrorist threat condition
TIG	The Inspector General
TISA	Troop Issue Subsistence Activity
TJAG	The Judge Advocate General
TLT	Twilight Tattoo
TM	technical manual
TMP	transportation motor pool
TOE	tables of organization and equipment
TOPS	Transportation Operation Personal Property Standard System
TQM	Total Quality Management
TRADOC	U.S. Army Training and Doctrine Command
TS	top secret
TSG	The Surgeon General
TSO	testing standards officer, transportation supply officer
TUS	The Tomb of the Unknown Soldier
TUSA	Third U.S. Army
TUSAFB	The U.S. Air Force Band
TUSCGB	The U.S. Coast Guard Band
TUSMB	The U.S. Marine Corps Band
TUSNB	The U.S. Navy Band
TWH	The White House
UFR	unfinanced requirement
UITS	Unique Item Tracking System
UMT	unit ministry team
UNCLAS	unclassified
U.S.	United States
USACE	U.S. Army, Corps of Engineers
USACFSC	U.S. Army Community and Family Support Center
USAG	United States Army Garrison
USAISC	United States Army Information Systems Command
USAISC-P	United States Army Information Systems Command - Pentagon
USAPAT	United States Army Priority Air Transport
USAREC	United States Army Recruiting Command
USAREUR	U.S. Army Europe
USARPAC	U.S. Army Pacific
USARSO	U.S. Army South
USC	United States Code
USPP	United States Park Police
UST	underground storage tank
VA	Department of Veterans Affairs (Veterans Administration)

VC	Veterinary Corps (branch)
VCJCS	Vice Chairman, Joint Chiefs of Staff
VCJCSDIN	Vice Chairman, Joint Chiefs of Staff Dinner
VCSA	Vice Chief of Staff, U.S. Army
VCSA DIN	Vice Chief of Staff, U.S. Army, Dinner
VCSA REC	Vice Chief of Staff, Army, Reception
VERA	Voluntary Early Retirement Authority
VPREC	Vice Presidential Reception
VP-DINN	Vice Presidential Dinner
VSIP	Voluntary Separation Incentive Program
VTC	video teleconferencing
WAN	wide area network
WC	Wreath Laying Ceremony
WF	Whipple Field
WG	wage grade
WHCA	White House Communications Agency
WHMO	White House Military Office
WL	wage leader
WRAMC	Walter Reed Army Medical Center
WWII	World War II
YTD	year to date
Z or ZULU	Greenwich mean time

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